



# The Train

*Delivering the latest training news and information*



November, 2006  
Volume 5 Issue 1

Web site: <https://www.chra.army.mil/tmd.htm>

## NSPS Implementation Underway: Affected Personnel Take Advantage of Aggressive Training Program

### INSIDE THIS ISSUE

- 1 NSPS Implementation Underway: Affected Personnel Take Advantage of Aggressive Training Program
- 2 NSPS Trainers: Leading Army's Workforce on the Path to NSPS Transition
- 2 CHRA Defines NSPS Training Delivery Strategy
- 3 New and Improved Army NSPS Website
- 4 ECQs: Leadership Skills Necessary for Success in SES & Other Management Positions
- 4 Senior Executive Assessment Program
- 5 Assessment Instruments: Valuable Part of Manager's Toolbox
- 6 CHRA Adds NAF E-RPA How-To Movies for Supervisors to Website

October 1, 2006 marked the launch of Spiral 1.2 of the National Security Personnel System (NSPS), with more than 66,000 civilians scheduled to convert to the new personnel system by the end of February 2007. Over 12,000 Spiral 1.2 employees converted to NSPS in October; the remaining 54,000 will transition over the next few months. Organizations in Spiral 1.1 completed the first performance appraisal period on October 31st, and employees will receive the first performance-based payouts in January.

With implementation of NSPS for non-bargaining unit employees underway, affected personnel are taking advantage of an aggressive training program that will help ensure a smooth transition to the new pay-for-performance system.

There are two tracks involved in NSPS training: component-specific and operational training. Component-specific training includes soft skill training (change management, communication skills, team building, etc.) and prepares employees for the transition to NSPS. Operational training provides employees with specific information needed to work within NSPS. Managers and employees attend classroom training prior to transitioning to NSPS.

Although people are automatically transitioned to the new system and their position stays the same, NSPS is a significant change from the current GS system. There are a lot of complexities to NSPS therefore it is essential that everyone is trained on developing result-oriented performance objectives that tie to organizational missions and goals as well as how employment, promotion and workforce shaping works under NSPS.

Specific NSPS training is required for different target populations. NSPS instructors attend NSPS Train-the-Trainer (T3) Training for the specific course they will teach. All transitioning personnel receive an NSPS Workforce Overview or other equivalent introduction to NSPS and should take the online [NSPS 101](#) course as a prerequisite to all other training. In addition, all non-supervisors are required to attend the one-day NSPS HR Elements/Performance Management for Employees class. All supervisors are required to attend the two-day HR Elements/Performance Management for Supervisors class.

Up-to-date class offerings and locations can be found on the new [NSPS Training Calendar](#) located on the CHRA website under "What's New."

Registration for required NSPS classes is accomplished through the use of the [Civilian Human Resource Training Application System](#) (CHRTAS).

## NSPS Trainers: Leading Army's Workforce on the Path to NSPS Transition

Webster defines a trainer as a leader, a person who rules or guides or inspires others. He also defines trainers as coaches – people in charge of training a team. Those individuals providing NSPS training to Army employees are doing just that. They are leading and coaching our workforce team on the path to NSPS transition. They are truly an indispensable part of educating Army's workforce.

Over 500 Army trainers have attended PEO or Army sponsored Train-the-Trainer (T3) training. The majority of those trained are HR professionals from the CHRA Regions or from MACOM Civilian Personnel Divisions. As other organizations transition to NSPS, management representatives will be selected to attend T3 training. Travel and per diem for attendees at T3 training is centrally funded through CHRA NSPS funding.

Human Resource professionals in the CHRA Regions (CPOCs and CPACs) form the core of Army's NSPS trainers. The CHRA headquarters staff have also been trained as NSPS trainers and will assist regions and installations, as needed, in delivering NSPS training. CHRA trainers are expected to attend T3 training for the course(s) they will teach. If needed, they are also expected to train additional installation trainers (HR professionals and managers) within the region. When necessary, CHRA trainers teach assigned NSPS courses at their home installation and at other installations/activities. They may also be required to travel and train at installations other than (or in addition to) their permanent locations. CHRA trainers also conduct HR System Elements for HR Professionals within each CHRA region.

One important, highly visible, role for managers is to serve as NSPS instructors along with HR professionals. NSPS is a system for **managing** civilian human resources. Management support of NSPS is critical to the successful deployment of this new HR management system.

Transitioning organizations have been asked to nominate at least one manager at each activity or installation to serve as a member of the NSPS training team for that activity/installation. More managers should be nominated for larger activities. Managers nominated for this training should, ideally, be volunteers who are supportive of HR and NSPS, respected and articulate.

Managers nominated to serve as NSPS trainers will attend T3 training for the course(s) they will teach. They are then expected to be available to take an active role as an NSPS trainer at their activities/installations and, if necessary, to assist in NSPS training at other activities/installations.



*NSPS Trainers are leading Army's workforce on the path to NSPS transition*

## CHRA Defines NSPS Training Delivery Strategy

CHRA recommends a class size of no more than 35 participants for NSPS training. The number of projected sessions depends upon the numbers to be trained and available trainers. In some instances, training sessions may include participants from other regions, spirals, or other components depending upon the location of the training (e.g. both the Northeast and North Central regions service employees in the Washington D.C. area.)

The HR Elements and Performance Management modules of the required NSPS training will be presented at the same time to reduce the number of separate training classes required.

The Supervisory class is two days in length and should only be attended only by supervisors. A separate one-day class also covering both modules is offered for employees.

Classroom training is the best method for NSPS training. This allows interaction between participants and instructors to include discussion and questions which enhance learning

*Strategy from page 2*

for all. In some instances, it will not be possible to provide NSPS training to *employees* in a classroom setting due to their remote locations or absence during scheduled classroom training. Dependant upon the technology available at the work site, alternative methods of training these employees include video teletraining, videotapes, video streaming or training provided on compact discs. If training is provided via distance learning technology, provisions must be made to allow employees to ask questions and receive answers from a designated POC in their servicing CPAC. **All NSPS supervisory training must be accomplished in a classroom setting.**

Regional HRD offices are responsible for entering NSPS training for all Army civilian employees into DCPDS. After receiving copies of signed class rosters from the CPACs, the Regional HRD office will update ATRRS with the course completions. Training completions for civilian employees and military supervisors who are not registered for classes using CHRTAS will be entered into ATRRS manually by the HRD staff as "walk in". This will ensure that all Army NSPS training is captured and reported. The HRD staff will establish and maintain a file consisting of every Class Roster; these will be maintained by the HRD for a period of two years.

CHRA has requested funding (through FY 13) for NSPS training costs. All CHRA Regions have been provided with an NSPS funding code to use when funding the following NSPS training expenses:

- Travel and per diem for individuals attending NSPS T3 training
- Travel and per diem for trainers and other representatives who must travel to present NSPS training at installations/activities other than their permanent duty locations
- Travel and per diem for participants who must travel to attend NSPS training
- Printing and reproduction of NSPS training materials

All questions regarding training delivery may be addressed to Regional HRD offices.



*CHRA defines NSPS training delivery strategy*

*"All managers and employees are encouraged to take a look at the current information about NSPS as well as to view answers to frequently asked questions."*



## New and Improved Army NSPS Website

In August Army announced its new and improved [Army National Security Personnel website](#). Designed to educate and inform the Army workforce worldwide about NSPS transition plans, the website offers as much information as possible and provides useful tools such as videos, presentations and brochures that can be downloaded.

All managers and employees are encouraged to take a look at the current information about NSPS as well as to view answers to frequently asked questions.

The website is always being updated therefore individuals should check back periodically for new content and to see the latest announcements. A subscription option is also available to receive updates.

## ECQs: Leadership Skills Necessary for Success in SES & Other Management Positions

The Office of Personnel Management (OPM) has identified five fundamental executive core qualifications which were designed to define the competencies needed to build a federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization.

The Executive Core Qualifications (ECQs) are required for entry to the Senior Executive Service and are used by many departments and agencies in selection, performance management, and leadership development for management and executive positions.

The five ECQs are:



### *Five Fundamental Executive Core Qualifications*

- *Leading Change*
- *Leading People*
- *Results Driven*
- *Business Acumen*
- *Building Coalitions*

1. **Leading Change** – Individuals must encompass the ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values and other factors. Inherent in it is the ability to balance change and continuity -- to strive continually to improve customer service and program performance within the basic government framework, create a work environment that encourages creative thinking and maintain focus, intensity and persistence, even under adversity.
2. **Leading People** – Leading people involves the ability to design and implement strategies that maximize employee potential and foster exceptional ethical standards in meeting the organization's vision, mission and goals.
3. **Results Driven** – A person who is results driven stresses accountability and continuous improvement. This includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.
4. **Business Acumen** – This individual focuses on the ability to acquire and administer human, financial, material and information resources in a manner that instills public trust and accomplishes the organization's mission, and applies new technology that enhances decision-making.
5. **Building Coalitions** - This person is adept at exploring the ability to explain, advocate and express facts and ideas in a convincing manner and negotiate with individuals and groups internally and externally. The individual also has the ability to develop an expansive professional network with other organizations and to identify the internal and external politics that impact the work of the organization.

OPM's [Center for Leadership Capacity Services \(CLCS\)](#) offers a variety of programs designed to address these Executive Core Qualifications.

## Senior Executive Assessment Program

For those who want to determine their SES potential or who want to reach a higher SES level, OPM offers the Senior Executive Assessment Program (SEAP) offered at the Western Management Development Center in Aurora, Colorado. SEAP is an intensive, five day program through which individuals can analyze their performance on the selected competencies from all five Executive Core Qualifications (ECQs). *See article above.*

Participants undergo a rigorous assessment process that has many of the same components used for actual SES selection. These include writing a narrative statement on your ECQ abilities and undergoing an Assessment Center process. The Assessment



*Program from page 4*

Center follows the same standards used for actual SES selection, including real-time observation and assessment of ECQ performance and a ratio of one observer for every two participants. Other methods to assess ECQ levels will include a 360-degree instrument and sample SES job interviews. A confidential executive coaching session will help you review your assessment and develop and improvement plan.

SEAP participants benefit in a variety of ways:

- They receive feedback from multiple sources, including superiors, peers, subordinates and coaches
- They are assessed for SES selection or rising to higher SES levels
- They receive personalized performance assessments on the ECQs necessary for the SES.
- They develop an Individual Development Plan to improve their ECQs

Senior staffers, managers, executives and individuals enrolled in an SES Federal Candidate Development Program are eligible to apply. SEAP is restricted to GS-15 level employees and above or their equivalents.

More information on SEAP and other executive level programs offered by OPM can be found on OPM's website located at <http://www.leadership.opm.gov>

#### U.S. OFFICE OF PERSONNEL MANAGEMENT

*Ensuring the Federal Government has an effective civilian workforce*



## Assessment Instruments: Valuable Part of Manager's Toolbox

Assessment instruments can help integrate leadership competencies into a unified framework. These frameworks may accelerate insight, deepen awareness, and highlight leverage points for change. There are a variety of assessment instrument available for today's leaders. The following includes information about four of these valuable tools.

The Assistant G-1 for Civilian Personnel has partnered with the Department of Navy to develop a voluntary, web-based leadership skill assessment tool. The **Civilian Leader Improvement Battery (CLIMB) Assessment Tool** is designed to assist current and future leaders in identifying their leadership strengths as well as areas which could be developed or further improved.

CLIMB is a two part assessment that includes a self appraisal and a supervisory appraisal which may be completed by a current or former supervisor or a mentor—someone who knows your work and your skills and abilities. When both have completed the CLIMB, they receive several tailored feedback reports designed to help interpret their results and focus on those leadership competencies that need further development.

The CLIMB assessment is highly recommended for all professional and career program employees who are in or who aspire to be in leadership positions. The instrument is available to any employee who has a ".mil" e-mail address and may be accessed through AKO/My Personnel or directly at <http://www.123assess.com/climb/home.do>.

The **Leadership Effectiveness Inventory (LEI)** is a 360-degree assessment instrument developed by the Office of Personnel Management and newly revised by the USDA Graduate School for assessing job strengths and development needs for both individuals and groups. The LEI assists individuals planning their leadership development, organizations engaging in leadership development and succession planning efforts, and can form the basis of an organizational assessment.



*"The Assessment Center follows the same standards used for actual SES selection..."*

*Toolbox* from page 5

Individuals are assessed against the 27 leadership competencies that comprise the five Executive Core Qualifications (ECQs) of the Senior Executive Service. These "competencies" are skills, knowledge, attitudes and behaviors that are observable and measurable.

The 360-degree feedback evaluates input from supervisors, peers and staff for an enhanced picture of an individual's skills. In a graphic and narrative form, individual feedback reports present assessment data highlighting job strengths and development needs to serve as the basis for the individual development plan. Development suggestions and action planning support the identified development needs. Group feedback reports present an organization's overall strengths and target areas for development.

The **Myers-Briggs Type Inventory (MBTI®)** is an instrument that determines our preferences on four dimensions: extroversion-introversion, sensing-intuition, thinking-feeling and judging-perceiving. The various combinations of these preferences result in 16 personality types. The MBTI's wide-ranging applications promote personal growth in many organizational situations such as:

- Team building
- Conflict resolution
- Leadership development
- Communication skills
- Problem solving
- Organizational development

The **Fundamental Interpersonal Relations Orientation-Behavior™ (FIRO-B™)** is another powerful instrument for assessing how our unique interpersonal needs motivate and affect our behavior in personal and professional relationships. It can be used in leadership programs, team building and career development coaching. The FIRO-B™ offers quick insight into the ways we influence and participate in individual, group and team relationships. It assesses three basic needs:

1. Inclusion: how much attention, contact and recognition we give and how much we expect from others
2. Control: how much influence and responsibility we desire and how much we expect from others
3. Affection: how much intimacy we extend and how much we expect from others.

Each of the 54 items is measure in two dimensions: the "expressed" behavior (how much we initiate the behavior) and the "wanted" behavior (how much we prefer others to initiate the behavior).

For assistance in finding out more about these assessment inventories and how to obtain them, contact your Regional HRD Office.

## CHRA Adds NAF E-RPA How-To Movies for Supervisors to Website

As part of CHRA's commitment to assist its NAF Chiefs and DCPDS POCs, they have added NAF E-RPA How-To Movies to their web page. These training aids were specifically developed with the supervisors in mind. They may be used by the NAF HR Staffs when training supervisors or each supervisor may take the training at their desk-top and at their convenience.

How-To Movies may be accessed via the following link:

<https://www.chra.army.mil/catalog/E-RPA.htm>

---

*"The Civilian Leader Improvement Battery (CLIMB) Assessment Tool is designed to assist current and future leaders in identifying their leadership strengths as well as areas which could be developed or further improved."*

---

## For Local Training News & Information Contact Your Regional HRDD Office

Click on Region Name to be Directed to Regional Website

